



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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February 26, 2008

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**DEPARTMENT OF CHILDREN AND FAMILY SERVICES:  
REQUEST TO APPROVE CONTRACTS FOR PREVENTION INITIATIVE  
DEMONSTRATION PROJECT WITH SIX (6) CONTRACTORS  
(ALL DISTRICTS) (3 VOTES)**

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve the eight (8) contracts (Attachment II) for the provision of Prevention Initiative Demonstration Project (PIDP) Services to the Department of Children and Family Services (DCFS) with the contractors listed in Attachment I for the period starting February 26, 2008 or the date of execution by the Board of Supervisors, whichever is later and expiring February 25, 2009 or one year from the date of execution by the Board of Supervisors, whichever is later. The estimated cost of the services for the one year term is \$4,750,000 and will be financed using 100 percent net County cost (NCC). The funding for the first four months of the contracts in FY 2007-08 is \$1,583,333 and is included in the County's Adopted Budget.
2. Delegate authority to the Director of DCFS, or her designee, to execute contract amendments to increase or decrease the maximum contract sum by no more than five percent, if needed to accommodate changes in the level of service, provided that: (a) sufficient funding is available; (b) Chief Executive Officer (CEO) and County Counsel approval is obtained prior to executing such an amendment; and (c) the Director of DCFS notify your Board and the CEO in writing within ten working days of executing the amendment.

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On March 14, 2006, your Board passed a motion to develop a plan for a comprehensive prevention initiative resulting in the development of the PIDP. DCFS designed the PIDP as a 12 month demonstration project to identify Prevention Initiative Demonstration Project networks, in each of the County's eight geographic Service Planning Areas (SPAs). The purpose of the PIDP is to test and evaluate the implementation and administration of child abuse and neglect prevention strategies through lead PIDP agencies and their network of community-based organizations in partnership with DCFS offices and other County departments.

The goals of the PIDP are to keep children safe from harm, prevent families from entering and re-entering the County's health and human services system, and to reduce the length of out-of-home care placement of children supervised by DCFS. These goals support and promote the following Title IV-E Federal waiver outcomes, whereby children will: stay at home whenever possible, be safe within their families, and not grow up in foster care.

The PIDP requires the eight PIDP Lead Agencies to work in partnership with residents, families and communities, the public and private sector, the faith-based community, and all related County departments in achieving the following prevention outcomes and strategies:

- 1) Primary Prevention - Initiatives/strategies related to primary prevention target the general population including vulnerable families who experience isolation, poverty, joblessness and other underlying factors which may lead to child abuse and neglect. These strategies promote the development of healthier communities as a means of preventing child abuse and neglect before it occurs. These efforts are designed to ultimately decrease the number of children requiring entry, intervention and supervision by DCFS. Strategies include but are not limited to the following:
  - Community Building - supporting families by providing opportunities for economic development (including employment training and opportunities); and providing a range of opportunities for residents and families to participate in community building.
  - Social Networking - creating and enhancing social networks which provide residents and families with self-empowerment and self-sufficiency experiences.
  - Community Relationship-Based Organizing - organizing and supporting positive activities for children and youth; participating in child abuse prevention initiatives/strategies.
- 2) Secondary Prevention - Secondary prevention addresses the needs of children and families who came to the attention of DCFS and chose supportive services on a voluntary basis. These services and activities include not only hard formal services (such as counseling and

therapy) but also those informal services and supports referenced under Primary Prevention above. The likelihood of re-entry into the system for families is greatly diminished when informal support services are combined with formal hard services. Strategies include but are not limited to the following:

- Family Support - parents have knowledge of parenting and child development; know where to find concrete support when the need arises; and can access social connections.
- Institutional Transformation - programs/public entities such as early child care/schools, youth development and recreational/parks/libraries provide a welcoming and supportive environment for children and support families.

3) Tertiary Prevention - Initiatives/strategies related to tertiary prevention target the children and families who have an open case with DCFS. These strategies will not only focus on the formal hard services to prevent further maltreatment of children under the care of DCFS but also those informal services and supports which can reduce the negative impact of abuse upon children, ensure the more timely reunification of children with their families, and decrease the re-entry of families in our system. Strategies include but are not limited to the following:

- Early Child Care and Development - children are socially and emotionally competent, prepared to enter kindergarten with their families prepared to support the child's readiness for school.
- Youth Development - school age children are safe, healthy and ready to do well in school; have after school activities in safe places with caring adults as guides. Transition aged youth leaving the system will have the necessary support services and program to ensure a successful future.
- Treatment Services - improvement in family functioning, improvement in mental/emotional well-being, decreases in youth behavior problems, and decreases in substance abuse.
- Child Protection and Case Management - child welfare system efforts are to engage families and that case decisions are made through group processes which include families and their voices about choices (e.g., decision about youth include the youth).

A guiding principle of the PIDP is that all children and families who interface with the agencies and their networks during the 12-month project will have access to the full range of services, resources, activities across the primary, secondary, and tertiary prevention continuum detailed above.

Requirements of the Lead PIDP Agencies to achieve the above outcomes and strategies include but are not limited to:

- 1) Active participation in PIDP planning, implementation, and work group meetings/activities.
- 2) Participation in required monthly meetings for all lead network agencies with DCFS for the purpose of: A) sharing information and progress on PIDP implementation strategies across all SPAs; B) identification of project barriers and resolution of these identified barriers; and C) discussion on project evaluation.
- 3) Establishment of ongoing meetings with key and subcontracted community partners, collaborators and stakeholders to focus on: A) sharing information and progress on initiative implementation strategies within the SPA; B) identification of project barriers and resolution of these identified barriers at the community level; and C) program evaluation.
- 4) Plan and conduct outreach to families across demographics through a variety of effective methods so that families are provided with opportunities to participate in a variety of activities, programs and social networks which achieve outcomes across the prevention spectrum outlined above.
- 5) Coordinate a system of community-based family education and support resources and services targeting a continuum of demographics, from vulnerable families outside County systems to the demographics served by DCFS.
- 6) Advocate for and develop avenues for meeting family needs across the economic, health, mental health, social, emotional, and educational spectrum within a family-centered, strength-based context.
- 7) Collaborate/partner with the above mentioned DCFS regional offices and other County departments (including Probation, Health Services, Social Services, Mental Health, Child Support Services, Community and Senior Services, etc.) as well as community-based entities such as faith-based and the private sector.

The evaluation methodology and approach to PIDP will be "place-based evaluations" which is grounded in the needs and strengths of the local communities that will be the focus in each SPA. It is highly likely that the evaluation design will take the form of eight case studies (one for each SPA), with some common measurement areas across all eight SPAs such as the baseline CWS/CMS data, relationships between DCFS staff and the Lead Agencies, changes in the networks over time, family social support, and parent sense of connection to their local community.

The PIDP evaluation team is led by Casey Family Programs (CFP) and Dr. Jacquelyn McCroskey of the Children and Families Research Consortium. CFP has already committed funds for program implementation and evaluation and is working, along with Dr. McCroskey, with DCFS to leverage other potential funding partners. In addition, the group will link with Los Angeles County's Title IV-E Waiver evaluation, the Neighborhood-based Prevention work in SPAs 6 and 8, and other similar efforts.

Evaluation data across the spectrum of prevention strategies will be obtained at critical time periods during the year and reported within three months after the 12 month demonstration period to serve several purposes. Early findings from the mid-year data collection will be analyzed quickly and shared to provide timely feedback to DCFS and the community networks. The evaluation will identify initiatives that are showing early results, as well as specific strategies that appear to be promising and could be replicated by departments in their ongoing service delivery and within PIDP. The evaluation will also inform continued development of the flexible strategies needed to implement the IV-E waiver and other DCFS child welfare reform efforts. DCFS will be able to use the evaluation findings to determine how future DCFS contracted services and resources, such as the Family Support Services component of the Promoting Safe and Stable Families program, can be delivered to directly sustain promising practices identified during the first year work of the PIDP from both a funding and a program delivery perspective.

If the recommended actions are not approved, the County will not have opportunities for County investments to be leveraged with local funding from community-based entities with the goal of preventing child abuse and neglect.

### **Implementation of Strategic Plan Goals**

The recommended actions are consistent with the principles of the Countywide Strategic Plan Goals 1 (Service Excellence) and 5 (Children and Families' Well-Being). The recommended actions are intended to improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: 1) good health; 2) economic well-being; 3) safety and survival; 4) social and emotional well-being; and 5) educational/workforce readiness.

### **FISCAL IMPACT/FINANCING**

The estimated cost of the services for the one-year term is \$4,750,000 and will be financed using 100 percent NCC. The funding for the first four months of the contracts in FY 2007-08 is \$1,583,333 and is included in the County's Adopted Budget. The maximum contract sum for each contractor is listed in Attachment I.

The distribution of the funds to be expended across each of the aforementioned outcomes will be approximately, as follows:

Goal No. 1	Healthier Communities	50 percent	\$2,375,000
Goal No. 2	Stronger Families	30 percent	\$1,425,000
Goal No. 3	Thriving Children	20 percent	\$ 950,000

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The term of the contracts with the six contractors listed in Attachment I is for 12 months from February 26, 2008 or the date of execution by the Board of Supervisors, whichever is later and shall expire on February 25, 2009 or one year from the date of execution by the Board of Supervisors, whichever is later. The services and supports will help to create a comprehensive strength-based, child abuse prevention system by utilizing existing community-based networking systems.

The invoice and payments provision in the contracts allow the contractors to re-allocate up to five percent of the maximum annual contract sum between line item budget categories. The maximum annual contract sum and the maximum contract sum of the contracts will not increase or decrease because of such changes.

The contract expressly provides that the County has no obligation to pay for expenditures beyond the contract amount. In addition, the contractors will not be asked to perform services that exceed the contract amount, scope of work or contract dates.

The contractors agree to meet the County's insurance requirements including County approval of any self-insurance programs.

The contractors have complied with all Board and CEO requirements. County Counsel has reviewed the Board letter. The contract has been approved as to form by County Counsel.

### **CONTRACTING PROCESS**

DCFS released a Request for Information (RFI) for the PIDP on May 21, 2007. Approximately 169 notification letters were sent to prospective contractors announcing the release. Newspaper advertisements for the release of the RFI were also published in the Los Angeles Times, La Opinion, Los Angeles Sentinel, Chinese Daily News and on the County's website under "Doing Business With the County" and DCFS website under "DCFS Contracts."

Agencies interested in providing services were requested to submit a Statement of Interest (SOI) that demonstrated their ability to provide the required services. The agency must have demonstrated competence in community organizing, economic development and strength-based services and supports. They would also have demonstrated the capacity to work collaboratively with DCFS regional offices, Service Planning Area/American Indian Children's Councils, County Probation Department, and other County departments; a track record of success in building relationships with local businesses, religious and civic groups, and the capacity to convene community members, build relationships and work toward shared goals.

DCFS received SOIs from 19 potential contractors. A review of the SOIs determined that nine met the agency qualification requirements of the RFI; however, none of the qualified agencies provided responses for SPA 1 (Antelope Valley including Lancaster and Palmdale) and SPA 7 (East including Whittier and Bellflower). DCFS entered into contract negotiations with nine qualified contractors. Negotiations resulted in six contractors as lead agencies in six SPAs as indicated on Attachment I. Three qualified agencies chose to subcontract in SPAs 4 and 6. To promote networking in local communities, contractors in each SPA will be required to subcontract a minimum of 35 percent of the maximum contract sum to expand their scope of services, resources and activities to meet the need of residents, families and children they will serve.

As there were no qualified agencies who responded to the RFI for SPAs 1 and 7, contracts were negotiated with qualified agencies of other SPAs to provide oversight of services in SPAs 1 and 7. The contractors for SPAs 1 and 7 will be required to subcontract a minimum of 90 percent with providers who demonstrate knowledge of community issues in SPAs 1 and 7.

#### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the contracts will assist in the development of a comprehensive strength-based prevention system by enhancing community-based networking system to keep children safe from harm and prevent families from entering and re-entering the County's Health and Human Services System.

**CONCLUSION**

Upon approval of this request, instruct the Executive Officer/Clerk of the Board to send an adopted stamped copy of this Board Letter and contract to:

1. Department of Children and Family Services  
Contracts Administration  
Attention: Walter Chan, Manager  
425 Shatto Place, Room 400  
Los Angeles, CA 90020
2. Office of the County Counsel  
Attention: Diane Cachena  
648 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:SRH:MS  
GP:BM:cv

Attachments (2) (Attachment I plus 8 contracts)

c: County Counsel